



an evolution
mind *power*
masterclass &
conference

Human Capital Competencies'07

Championing Talent Ownership Towards Continuous Business Growth and Sustainability

JW Marriott Kuala Lumpur

12th - 14th June 2007

The 2006 Human Resources Magazine Australia research reveals that
"MORE THAN 90 PER CENT OF CORPORATE MERGERS AND ACQUISITIONS ARE FALLING SHORT OF THEIR OBJECTIVES, AS COMPANIES STRUGGLE TO COMBINE CORPORATE CULTURES AND STRUCTURES."

This 2-day masterclass & post-conference will be covering issues on:

- Identifying and building organisation and human capabilities for future success
- Creating a practical framework for succession planning and leadership development
- Confronting the challenges of outsourcing, restructuring, downsizing, retrenchment and redundancy
- Overcoming the human resource intergration and system integration
- Changing the role of HR and the utilisation of technology in HR planning and management
- Preparing for and developing a roadmap for future action
- Accelerating management and professional development as tools for retention and effectiveness
- Determining corporate policies & guidelines for recruitment, retention & development of human capital

OUR EMINENT MASTERCLASS LEADERS

**LES PICKETT - President
ASIA PACIFIC FEDERATION OF HUMAN
RESOURCE MANAGEMENT**

**HAJI ZULKIFLI BAHAROM - Former GM
MALAYSIA AIRLINES**



Human Capital Competencies '07 Strategic Partners

Why this event?

Gain insights on the challenges and strategies of HR Professionals in ensuring continuous business growth, sustainability and workforce optimisation. This becomes especially challenging when organisations undergo Change in the form of departmental and/or organisational -wide restructuring or and M&A exercise, very often employees do not react well. A common scenario is employees take on the mindset of "wait & see". During this period, which could last for weeks or months, the organisation's business growth & sustainability suffers most because of the workforce's uncertainty in the company's objectives. Therefore, it is extremely crucial for the CEO, Human Resource Manager, Department Head to synergistically communicate and execute timely objectives of the organisation.

The **2006 HR Review** study on senior business leaders in Asia with M&A experience found that just 9 per cent of mergers are considered "completely successful" in achieving their stated objectives. "The M&A feeding frenzy over the last year has been fuelled not only by cheap debt and the rise of private equity, but also by companies' strategic focus on consolidation," said report author David Derain, M&A director at Hay Group, which conducted the research. "However, the enormous amounts invested in M&A are not delivering their promised value." The survey of more than 200 major Asia Pacific M&As taking place over the last three years also identified critical omissions in companies' due diligence and post-merger integration strategies as the primary causes of M&A failure. Firms are prioritising financial and systems due diligence at the expense of the vital, intangible assets critical to a merger process – such as business culture, human capital, company structure and corporate governance.

While business leaders pay lip service to the need to audit and integrate intangible assets, there is a worrying lack of focus on them, not only during the due diligence stage, but also as part of post-merger integration strategy. Only 13 per cent of business leaders state that engaging and integrating senior management and the workforce was given high priority as part of their company's integration strategy, while as many as 70 per cent failed to prioritise intangible assets generally. Little over a quarter (27 per cent) analysed the cultural compatibility of the firms to be merged. Fewer still (22 per cent) carried out a human capital audit. Crucially, nearly two-thirds (59 per cent) failed to prioritise a leadership capability review. This has a disastrous impact on the success of the integration process, according to executives: 78 per cent of acquired company employees opposed the mergers, 50 per cent of them actively.

The role of the Human Resource Manager is evolving with the change in competitive market environment and the realization that Human Resource Management must play a more strategic role in the success of an organisation.

Topics will range from the role of senior corporate executives in planning for the future, considering the implications of human capital on merger and restructure initiatives, the evolving role of HR professionals in the strategic planning process, identifying internal HR capabilities, managerial and specialist competencies, through the due diligence and transition phases to ultimate post merger or restructure phase, the HR system integration and acquiring challenges. There is a special feature on the considerations to outsourcing corporate activities and balancing the cost/benefits and the implications on staffing and career development. Practical case studies will be discussed and action guides provided for post workshop implementation.

SUCCESSION PLANNING: SMOOTH MERGING

Around 80% of mergers and acquisitions or restructure of an organization business structure failed to achieve the projected benefits. Mergers and acquisitions can put HR information systems to the ultimate test. Departments must bring together often disparate systems, usually on tight deadlines and limited budgets, to provide information critical at all levels of the company. Success requires thorough planning and meticulous execution as well as a cohesive HR systems integration strategy.

When organizational change happens there is risk involved. This risk takes many forms, which may include uncertainty about what the change means, confusion about how to manage the change, loss of confidence and moral among staff and stakeholders, and other challenges. Change can be made more manageable by taking time in advance to think through different leadership change scenarios, developing competency among the staff and board to respond to change, and putting supportive practices in place.

DAY ONE**IDENTIFYING AND BUILDING ORGANISATION AND HUMAN CAPABILITIES FOR FUTURE SUCCESS**

- Corporate governance and its impact on human capital management
- Clarifying future directions and organisational objectives
- Strategic business planning and human capital capabilities
- Identifying critical core competencies for future growth
- Confronting talent gaps that restrict corporate performance and limit future growth

DETERMINING CORPORATE POLICIES AND GUIDELINES FOR RECRUITMENT, RETENTION AND DEVELOPMENT OF HUMAN CAPITAL

- Changing role of the senior executive team in policy determination and implementation
- Grow our own or recruit externally policy decisions and guidelines
- Impact of corporate branding and organisational reputation on recruitment and retention
- Identifying the greatest barriers to effective career and succession planning and talent management

ALIGNING SUCCESSION PLANNING AND TALENT MANAGEMENT INITIATIVES WITH BUSINESS OBJECTIVES

- Conducting the human resource and talent audit
- Integrating objective based human resource and succession planning with corporate strategies
- Using PEST, SWAT and HCC strategies to focus resources for best impact

CREATING A PRACTICAL FRAMEWORK FOR SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT

- Building and utilising an effective integrated human capital framework
- Criteria for a successful succession planning programme
- Guidelines for effective professional staff and leadership development
- Career planning, remuneration strategies and key talent retention

ACCELERATED MANAGEMENT AND PROFESSIONAL DEVELOPMENT AS TOOLS FOR RETENTION AND EFFECTIVENESS

- Developing leaders to optimise organisational performance and growth
- Accelerated development as a strategic advantage in the war for talent
- Action learning and cross functional leadership development
- Transitioning from technical specialist to effective managerial leader

CONFRONTING THE CHALLENGES OF OUTSOURCING, RESTRUCTURING, DOWNSIZING, RETRENCHMENT AND REDUNDANCY

- Human resource implications of restructuring, mergers and acquisitions
- Guidelines for effective outsourcing – financial and human aspects
- Minimising the impact of downsizing, retrenchment and redundancy

THE CHANGING ROLE OF HR AND THE UTILISATION OF TECHNOLOGY IN HUMAN RESOURCE PLANNING AND MANAGEMENT

- Evolution of HR and future directions for human capital management
- Utilising technology to improve managerial decision making
- Determining information and reporting requirements, roles and responsibilities
- Benefits and limitations of on-line computer based recruitment

OPTIMISING SUCCESSION PLANNING, LEADERSHIP DEVELOPMENT, PERFORMANCE MANAGEMENT AND KNOWLEDGE MANAGEMENT FOR COMPETITIVE ADVANTAGE

- Establishing priorities for effective succession planning and talent management
- Retention of critical knowledge and experience in a rapidly changing environment
- Utilising human capital for competitive advantage in the market place
- Aligning training and development initiatives with business priorities
- Activating managerial leadership as the key success factor

**LES PICKETT -President
ASIA PACIFIC FEDERATION OF HUMAN RESOURCE
MANAGEMENT**

"THE 2006 HR REVIEW STUDY ON ASIAN ORGANISATIONS REVEAL THAT UP TO 60% OF EXECUTIVES SAY UNCERTAINTIES DURING A RESTRUCTURING OR M&A EXERCISE IS THE MAJOR BARRIER TO THEIR BUSINESS' SUCCESS."

DAY TWO**HUMAN CAPITAL DEVELOPMENT (HCD) ROLE IN MERGERS AND ACQUISITIONS: PEOPLE SKILLS RULE**

Cultural and Organisation issues are more likely to cause problems during a merger than financial issues. Because of their skill with and knowledge of "human capital", HR Departments are crucial to the merger process. Human Resource plays the key role in three areas:

DUE DILIGENCE

- Determine which employees are the crucial to the success of the new company
- Develop strategies to retain these individuals

EASING TRANSITIONS

- Identify areas of dissonance in the two company cultures in order to move forward with a unified culture.
- Examine personality and motivation of employees to determine their fit in the new culture

INTEGRATION PLANNING AND COMMUNICATION

- Designate a team that can work full-time on the integration effort and that will address employees' concerns about the mergers.
- The team should communicate with employees and shareholders even when it doesn't yet have all the information.

THE ROLE OF HUMAN RESOURCE LEADER IN THE MERGER PROCESS

- Develop several guiding principles.
- Assure employees that merged organizations will be more valuable.
- Take action and make decisions quickly, better to retain key people.
- Be honest with employees, and treat them with respect.
- Treat departing employees with the same amount of respect as people who are staying

POST OF MERGER & ACQUISITION INTERVENTION

- There are two kinds of synergies that companies seek through a merger or acquisition: growth and economies of scale.
- The work is still on even after M&A because the human side of integration continues to evolve.

USING TECHNOLOGY TO FACILITATE SUCCESSION PLANNING PROCESS

- Utilising performance evaluation information in successfully departing individuals
- Assessment of qualified individuals for the next business goal strategy

**ZULFIKLI BAHAROM - Former General Manager
MALAYSIA AIRLINES**

COPYRIGHT OF EMP ASIA © 2007

MASTERCLASS TIME SCHEDULE

08.45 - 10.30 AM - Workshop Begins
10.30 - 10.50 AM - Refreshments
10.50 - 13.00 PM - Workshop Resumes
13.00 - 14.00 PM - Lunch
14.00 - 16.00 PM - Workshop Resumes
16.00 - 16.20 AM - Refreshments
16.20 - 17.30 PM - Workshop Resumes

DAY THREE

8.45 AM - REGISTRATION & MORNING COFFEE

9.00 AM - OPENING ADDRESS BY THE MINISTER OF HUMAN RESOURCES, MALAYSIA

9.15 - 10.00 AM

HR IN ALIGNMENT

- Creating a wholly integrated HR plan for your organization
- The interdependent in the HR disciplines
- Discover how HR competencies form a strategic framework

ABDUL JALIL MD TAIBGeneral Manager, International Human Resource
PETRONAS BERHAD**FEATURED
CASE STUDY**

10.00 - 10.50 AM

STRATEGIC CHANGE THROUGH HR TECHNOLOGY AND BUSINESS INNOVATION

- Understanding the impact of technology and innovation based investments on a firm's competitive strategy
- Solving the "right" problem and setting the "right" metrics
- Prioritising HR projects and managing a project portfolio
- Forecasting the technologies and business innovations of today and tomorrow

SHIV SHANKER

Head of Learning Asia

STANDARD CHARTERED BANK, SINGAPORE

10.50 - 11.15 AM Coffee Break

11.15 - 12.00 AM

BUILDING HR AS THE INTERNAL BUSINESS UNIT

- Equipped the HR leaders with the business language and concepts in this demanding business environment
- Designing, managing and improving operations
- Marketing and communicating business decisions to the stakeholders

PROF. DR. ALIAS MASOD

Executive Director

INTERNATIONAL FEDERATION OF TRAINING & DEVELOPMENT ORGANISATIONS (IFTDO)

12.00 - 1.00 PM

OBTAINING MANAGEMENT BUY-IN TO YOUR HUMAN RESOURCE DEVELOPMENT IDEAS AND STRATEGIES

- Persuasion strategies that work
- Appealing more to personal win than business results
- Strategies that affect people's mind and memory retention
- The WOW! factor in persuasion

G K LIM

Vice President

HRD GATEWAY

Fellow, INSTITUTE OF SALES AND MARKETING MANAGEMENT, UK

1.00 - 2.00 PM - LUNCH BREAK

2.00 - 3.00 PM

THE NEXT PARADIGM OF STRATEGIC LEADERSHIP

- Mapping the architecture of human capital
- Understanding the strategy making process and how HR leaders can influence this process toward greater effectiveness
- Identify strategic, ethical, legal and financial implications of business decisions
- Integrating your business model and core competencies

SYED ALI ABBAS*

HR Director Asia Pacific

AT & T SINGAPORE

3.00 - 3.50 PM

MAKING THE HR OUTSOURCING DECISION

- When companies need to address the various aspects of change management in the project lifecycle
- Trimming down the outsourcing challenges and how to narrow down the gap
- Determining of human resource outsourcing transformation effectively
- Reaching the ideal way out human resource outsourcing (HRO)

KAREN YAP

HR Director

NIKE SOUTHEAST ASIA

"PROGRESSIVE CORPORATIONS HAVE REALIZED THAT A MERGER IS IN NAME ONLY WITHOUT THE POSITIVE SUPPORT OF THE NEWLY ACQUIRED HUMAN RESOURCES."

3.50 - 4.15 PM - COFFEE BREAK

4.15 - 5.30 PM - PANEL DISCUSSION

BEYOND TRADITIONAL BENCHMARKING: BUILDING THE NEXT GENERATION OF HUMAN CAPITAL METRICS AND ANALYTICS**MODERATOR - HAJI ZULKIFLI BAHAROM****PANELISTS -**

- LES PICKETT
- SHIV SHANKER
- SYED ALI ABBAS
- PROF. DR. ALIAS MASOD

5.30 PM - CLOSE OF CONFERENCE

Note: Speakers marked with an asterisks (*) in the agenda is/are at various stages of confirmation. The organiser reserves the right to alter the speakers and the programme but will always do so keeping the same level and quality as far as possible.

COPYRIGHT OF EMP ASIA © 2007

WHO SHOULD ATTEND ?

- MANAGING DIRECTORS /CHIEF EXECUTIVE OFFICERS
- CHIEF INFORMATION OFFICERS
- CHIEF OPERATING OFFICERS
- HR DIRECTORS
- DIRECTORS OF SUCCESSION PLANNING
- DIRECTORS OF ORGANISATIONAL PLANNING
- HEAD OF HUMAN RESOURCES
- HEAD OF PERSONNEL AND EMPLOYMENT
- HEAD OF INFORMATION SYSTEM
- TALENT MANAGEMENT MANAGERS
- LEADERSHIP DEVELOPMENT
- ORGANISATIONAL EFFECTIVENESS & DEVELOPMENT
- RESEARCH & PLANNING MANAGERS
- PERFORMANCE DEVELOPMENT MANAGERS
- STRATEGIC PLANNING & ASSESSMENT MANAGERS
- LEARNING & DEVELOPMENT MANAGERS
- TRAINING MANAGERS

INDUSTRIES

- FINANCIAL INSTITUTIONS
- OIL & GAS
- TELECOMMUNICATIONS
- HEALTHCARE / PHARMACEUTICAL
- AUTOMOTIVE
- ELECTRONICS / SEMICONDUCTOR
- MANUFACTURING

ABOUT OUR MASTERCLASS LEADERS

Les Pickett -President Asia Pacific Federation of Human Resource Management

Les Pickett has been internationally recognised for his work in strategic business planning, performance management, human resource development, change management, organisational transformation, leadership development and managerial effectiveness. He has held senior executive positions in general management, information technology, marketing management and human resource management in a number of different industries and has played an active role in the development of effective managers and human resource management programmes in Australia, New Zealand, Southern Africa, North America and in many different countries in Asia and Europe.

He is former Senior Advisor and Acting Deputy Director of the **United Nations Staff College**; Fellow, **Graduate School of Management, Swinburne University of Technology [Australia]**; Visiting Fellow **Centre for Labour Market Studies, University of Leicester [United Kingdom]**; member International Board of Advisors, **International Personnel Management Association [USA]**; President **Asia Pacific Federation of Human Resource Management**; member of the board of directors of the **World Federation of Personnel Management Associations**; Vice President **Asian Regional Training and Development Organisation**; Director **Vision Australia Foundation**; Manager Professional Development **Australian Human Resources Institute**; Fellow **Chartered Institute of Company Secretaries** and Past International President **Institute of Business Administration**.

LES PICKETT'S TESTIMONIALS

Les Pickett is one of the most experienced and influential human resource executives in the Asia-Pacific region - **ARTDO INTERNATIONAL**

One of the outstanding global leaders in human resource development - **INTERNATIONAL FEDERATION OF TRAINING & DEVELOPMENT ORGANISATIONS**

A significant contributor to the development of the United Nations System Staff College as the centre of expertise and excellence in knowledge management and learning for the global UN System - **UNITED NATIONS SYSTEMS STAFF COLLEGE**

Very helpful from his own experience. Shared information & knowledge with pointers - **TNB TRANSMISSION**

He has provided us with a real experience and tools that will help me in executing my work in the future - **TENEGA NASIONAL BERHAD**

Zulkifli Baharom - Former General Manager Malaysia Airlines

Haji Zulkifly Baharom is a Chartered Fellow of the **Chartered Institute of Personnel and Development (CIPD), United Kingdom** since 2005 after having been a certified Chartered Member of **CIPD** for more than 15 years. Concurrently, he has also been appointed as the External Moderator/Assessor of **CIPD** professional qualification programmes for Malaysia and the Asia-Pacific Region Examination Centres.

Haji Zul is the General Council of **Malaysian Institute of Management (MIM)** since June 2005 and sits in the HR Committee. He is a Director of the **Asian Institute of Management (AIM)** and Treasurer of **Malaysian Society of Training and Development**.

Haji Zul is the Immediate Past President of **Malaysian Institute of Human Resource Management** and Deputy President of **Tourism Educators Association of Malaysia**.

Professionally, Haji Zul has served well in a number of well-known business corporations spanning almost 33 years with a very good track record in various operational and managerial capacities, including:

- Director, **MAS Academy** & Senior Manager, Leadership and Mgt. Development, **Malaysia Airlines**
- Manager, Human Resource Management & Admin of **PETRONAS Carigali**
- Industrial Relations Manager of **PETRONAS Bhd**

Haji Zul holds a Master in Management degree and Strategic Human Resource Management Programme from the **Asian Institute of Management (AIM)** Manila, and professionally accredited as:

- Certified Trainer of American Management Association
- Facilitator of Action Learning Coaching Programme, USA
- Certified Workplace Staff Consulting Programme, USA

He also sits in the National HRD Committee and Board of Studies with several local and foreign Universities including most importantly with Universiti Malaysia Sabah (UMS) Master in Human Capital Management Programme.

ZULKIFLI BAHAROM'S TESTIMONIALS

Very good presenter. **Knows** how to relate a practical approach to the topics discussed. Well done - **PETRONAS**

More topics by Tn. Hj. Zulkifli, please. Liked his examples. - **MAYBANK**

ABOUT OUR ENDORSERS



Founded in 1974, ARTDO International links together various professional training groups and other organizations engaged in people development under one umbrella in order to encourage a unified approach to common problems and concerns in the development, utilisation and management of human capital.

ARTDO is a private non-profit organization with membership representation from various parts of the world with specific link to the HRD community in Asia and the Pacific.

ARTDO assists in the formation and growth of training and development organisations, cooperates with international private and government institutions working in the field of management and HRD, and encourages and sponsors researches and publications designed to meet training and development needs.

Throughout the world HR managers, trainers and professionals continually face a critical challenge - how to better understand, manage and develop human resources in a rapidly changing volatile environment.

ARTDO INTERNATIONAL plays a vital role in the quest to address this challenge. With its vast international pool of resources, expertise and experience, ARTDO vigorously promotes effective human resource development and management through a unified approach. Please visit www.artdointl.org



MALAYSIAN INSTITUTE OF HUMAN RESOURCE MANAGEMENT

PROFILE AND ACTIVITIES

Malaysian Institute of Human Resource Management was established in 1975 as a sole national institute in conducting training for HR professionals. MIHRM is the leading institute for quality training and education in Human Resource Management in Malaysia. MIHRM

has trained approximately 7,000 competent HR professionals and practitioners in both private and public sector since its establishment. To-date, MIHRM has over 2000 individual members and 171 corporate members.

MIHRM is a non-profit, non-governmental voluntary organization. The Institute is managed by Council Members elected bi-annually amongst the members at a General Meeting.

MIHRM MEMBERSHIP is open to individuals as well as organizations who are engaged in HR functions. For more information, please visit www.mihrm.com



HRD Gateway is an international non-profit and non-governmental organization dedicated to human resource and organizational development excellence worldwide.

It was formed to address the needs in human resources development. We use a networking approach to bring together HRD professionals and provide development services at all levels. We define HRD professionals as all those who can contribute positively to their workplace and the communities in which they live.

Led by a diverse group of international professionals, HRD Gateway has national chapters and affiliates in Malaysia, Vietnam, Thailand, Philippines, Cambodia, Brunei, Laos, India, Pakistan, Indonesia, Singapore, Sri Lanka, Maldives, Mauritius, Myanmar, China, Taiwan and the USA, with a total membership of over 25,000. It is managed by a group of international professionals.

Whether you are a local practitioner or an international professional, you will find us to be an invaluable partner in your pursue of excellence. Our distinguished Executive Council members will work with you to bring you the highest quality of learning, networking services, community development, and business opportunities. For more information, please visit www.hrdgateway.org

REGISTRATION INFORMATION

To gain more information about this conference and masterclass or to register, please feel free to contact our Marketing Department on +603 2283 1388 or via email on enquiry@emp-asia.com

HUMAN CAPITAL COMPETENCIES '07

SALES CONTRACT

BOOKING REFERENCE: EMP095

Please Complete This Registration Form And
Fax It Back To **MARKETING** on +603 2283 6911

Name: _____

Position: _____

Email: _____

Name: _____

Position: _____

Email: _____

Name: _____

Position: _____

Email: _____

Company Name: _____

Address: _____

Postcode: _____

Country: _____

Telephone: _____

Facsimile: _____

AUTHORISATION

Name _____

Position _____

Signature _____ Date ____ / ____ / ____

* Booking cannot be processed without a signature.

Invoice To _____

Name _____

TrainingMalaysia.com Members - 10% Discount on any package

INVESTMENT

DIAMOND PACKAGE

(CONFERENCE + MASTERCLASS)

RM 4988 Early Bird /delegate (3 Days) (Pay before 20th April 2007)

RM 5988 per delegate (3 Days)

SAPPHIRE PACKAGE

(MASTERCLASS ONLY)

RM 3500 Early Bird per delegate (Pay before 20th April 2007)

RM 3988 per delegate

EMERALD PACKAGE

(CONFERENCE ONLY)

RM 2388 per delegate

INDEMNITY: Should for any reason outside the control of EMP Asia, the venue or speakers change, or the event be cancelled due to an act of terrorism, extreme weather conditions or industrial action, EMP Asia shall endeavour to reschedule but the client hereby indemnifies and holds EMP Asia harmless from and against any and all costs, damages and expenses, including attorneys fees, which are incurred by the client. The construction, validity and performance of this Agreement shall be governed in all respects by the laws of Malaysia to the exclusive jurisdiction of whose Courts the Parties hereby agree to submit.

HOW TO REGISTER

MTM905

Contact **EMP Asia** on

Tel: +603 2283 1388

Fax: +603 2283 6911

Email: enquiry@emp-asia.com

WORKSHOP INFORMATION

DATE : 12th & 13th June 2007 (MASTERCLASS)

14th June 2007 (CONFERENCE)

VENUE : JW Marriott, Kuala Lumpur

OUR ADDRESS

EMP Asia

No. 8-11-2, Level 11,

Menara Mutiara Bangsar,

Jalan Liku Off Jalan Bangsar,

59100 Kuala Lumpur,

Malaysia.

www.evolution-asia.com

Payment Method

Payment is required within **5 working days** upon receipt of invoice

Bank Draft or Cheque: Made payable to Evolution Mind Power Sdn. Bhd.

Bank Transfer: Evolution Mind Power Sdn. Bhd.
RHB Bank, Bangsar Baru Branch
Account number: 21445500012171
Please quote our invoice No.

Confirmation: Once payment has been received a receipt will be issued.
If you do not receive a letter with joining details please contact our
Operations Coordinator.

SPONSORSHIP OPPORTUNITIES

Sponsorship opportunities may be available or limited. Please contact our Sponsorship
Dept on +603 2283 1388 or via email on sponsorship@emp-asia.com

Terms & Conditions

1. Fees are inclusive of programme materials and refreshments.

2. Payment Terms: Following completion and return of the registration form, full payment is required within 5 days from receipt of invoice. PLEASE NOTE: payment must be received prior to the conference date. A receipt will be issued on payment. Due to limited conference space, we advise early registration to avoid disappointment. A 50% cancellation fee will be charged under the terms outlined below. We reserve the right to refuse admission if payment is not received on time.

3. Cancellation/Substitution: Provided the total fee has been paid, substitutions at no extra charge up to 14 days before the event are allowed. Substitutions between 14 days and the date of the event will be allowed subject to an administration fee of equal to 10% of the total fee that is to be transferred. Otherwise all bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by EMP Asia (as defined above). Cancellations must be received in writing by mail or fax six (6) weeks before the conference is to be held in order to obtain a full credit for any future EMP Asia conference. Thereafter, the full conference fee is payable and is non-refundable. The service charge is completely non-refundable and non-creditable. Payment terms are five days and payment must be made prior to the start of the conference. Non-payment or non-attendance does not constitute cancellation. By signing this contract, the client agrees that in case of dispute or cancellation of this contract that EMP Asia will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason, EMP Asia decides to cancel or postpone this conference, EMP Asia is not responsible for covering airfare, hotel, or other travel costs incurred by clients. The conference fee will not be refunded, but can be credited to a future conference. Event programme content is subject to change without notice.

4. Copyright etc: All intellectual property rights in all materials produced or distributed by EMP Asia in connection with this event is expressly reserved and any unauthorised duplication, publication or distribution is prohibited.

5. Client information is kept on EMP Asia group companies database and used by EMP Asia group companies to assist in providing selected products and services which may be of interest to the Client and which will be communicated by letter, phone, fax, (inc. automatic dialling) email or other electronic means. If you do not want EMP Asia to do this please tick this box []. For training and security purposes telephone calls may be recorded.

6. Important note: While every reasonable effort will be made to adhere to the advertised package, EMP Asia reserves the right to change event dates, sites or location or omit event features, or merge the event with another event, as it deems necessary without penalty and in such situations no refunds, part refunds or alternative offers shall be made. In the event that EMP Asia permanently cancels the event for any reason whatsoever, (including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the Client shall receive a credit note for the amount that the Client has paid to such permanently cancelled event, valid for up to one year to be used at another EMP Asia event. No refunds, part refunds or alternative offers shall be made.

7. Governing law: This Agreement shall be governed and construed in accordance with the law of Malaysia and the parties submit to the exclusive jurisdiction of the Malaysian Courts in Kuala Lumpur. However EMP Asia only is entitled to waive this right and submit to the jurisdiction of the courts in which the Client's office is located.